

15 OCT 1970

**MEMORANDUM FOR:** Executive Director-Comptroller

**SUBJECT :** Project USEFUL

**REFERENCE :** Your note of 28 September

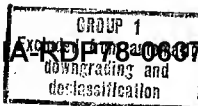
1. I understand that the military personnel who attended Project USEFUL last week were not only interested and lively, but they also posed questions in a somewhat contentious and abrasive manner. The USEFUL Course Report, which will soon be in your hands, notes some of the reasons for this. Since last year, I have felt that USEFUL should be reevaluated after the 1970 presentation. Following are my comments on this activity; I recommend that it be terminated, given the concurrence of the four Deputy Directors.

2. We have presented Project USEFUL for 16 years. It originated in the days when war and contingency planning played a much larger role in the Agency than it does now and before we had developed the extensive, well-functioning relationships that we now have with the Military, including OTR's activities in training and briefing various Military groups and individuals. In these 16 USEFUL programs, we have provided an in-depth orientation to some 800 Military officers centered around the rank of Lieutenant Colonel. Many of these have no doubt retired.

3. While Project USEFUL is a five-day orientation in some depth, it is still only an orientation and it is not a suitable vehicle for the kinds of specific discussions desired by many of the participants. The orientation requirement is being met by our two-day JCS/DIA program, which serves the same kind of participant as Project USEFUL. The more specific training and briefing needs are being met by a number of Agency activities that have evolved since Project USEFUL originated. As one Navy Captain participant in the recent Project USEFUL said to the last day Panel: "All of your speakers commented on the excellence of cooperation and coordination between the Agency and the DOD. If this cooperation is so good, why have Project USEFUL?"

4. Project USEFUL was once unique; it is now only one of many channels through which the Agency trains and briefs the Military. Over the period 1 July 1969 - 30 June 1970, OTR conducted or participated in the following training for Military personnel:

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a. Two presentations of the JCS/DIA orientation - 98 officers (the JCS/DIA participants are similar to those in USEFUL);

b. 2,152 officers in 7 Defense Intelligence School courses;

c. 603 officers in two advanced intelligence courses at the U.S. Army Intelligence School, Fort Holabird;

d. 2,249 officers at various service schools (Army War College, Air War College, Air Command and Staff College, Armor, Army, and Military Assistance schools and courses).

5. In addition to the orientation and training noted above, there is, of course, that accomplished by Agency representatives at the various Military commands and schools in the United States and abroad and that effected through Headquarters liaison with DOD commands, plus Field Stations' liaison.

6. In sum, Project USEFUL has become redundant; while it once performed a function of specific value, it no longer does. I recommend that it be terminated. OTR can expand participation in the JCS/DIA orientation to accommodate those who might otherwise attend USEFUL. We can make other arrangements to accommodate special briefing needs.

7. In this connection, it seems to me that we are overbriefing the Military and underbriefing our Foreign Service counterparts. In December we shall participate in presenting a one-week Foreign Service Institute Course (some 20 more senior officers) on "Intelligence and Foreign Policy." Our input includes two days - one on the Agency and the Intelligence Community and the second on the Clandestine Service. At present, this course is given once a year. In the period 1 July 1969 - 30 June 1970, we participated in training some 250 Foreign Service Officers - mostly junior officers. I shall shortly make specific recommendations for the expansion of our FSO training activity.

[REDACTED]  
HUGH T. CUNNINGHAM  
Director of Training

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*The recommendation in para. 6 above is approved.*

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Executive Registry

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28 September 1970

MEMORANDUM FOR: Director of Training

Hugh:

I found the military personnel who attended Project USEFUL last week to be more interested and lively than other groups with whom I have talked. At the same time, I gathered from the panel discussion I chaired on Friday that at least some members of the group did not understand our motives for conducting this course. I realize that I may have gotten an erroneous impression because of the brevity of my exposure to the group, but I would be interested in reviewing your summary of their critiques and in receiving your recommendations on any changes we might make in the course or its contents.

In addition, it seems to me that one suggestion which was made warrants our serious consideration, i.e., that we identify Agency personnel who have functional responsibilities which are likely to bring them into contact with individual members of this group and that we make an effort to get them together during the running of the course.

  
L. K. White

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